



CITY COUNCIL

Committee of the Whole

Monday, June 11, 2007
Agenda
5:00p.m.

- | | | |
|-------------|---|------------------|
| I. | Office of Neighborhood Development | 5:00 p.m. |
| | -Review Administrations Proposal | |
| | -Arrive at Consensus | |
| II. | Conveyance of Chester Street Lot (Baez) | 5:30 p.m. |
| | -Discuss possible revision to the proposed agreement | |
| III. | Status of Earl Trust Termination | 5:45 p.m. |
| IV. | Discuss Plan for Public Hearing, re: Solid Waste Ordinance | 6:00 p.m. |
| | -Determine: Date, Time, Location, Agenda. | |
| V. | Agenda Review | 6:30 p.m. |



The Heart of Reading
--Neighborhoods --



Honorable Councilors,

Attached is a worksheet I provided the Managing Director in briefly detailing my role and compensation in working with the city since 2004. To say the least I am deeply disappointed that your method of reducing the cost of operating the Office of Neighborhood Development is in cutting my salary by 17%. I had already provided the Managing Director with a greatly reduced budget for OND that DID NOT reduce the pay of MY staff, but the number of staff that I employed. To get right to the point, I'm sure that none of you would like, or would possibly be able to manage, a comparable cut in your income.

While it isn't exactly germane to this discussion of pay, I am the head of my household and provide the greatest amount of income to my household. Each of you provides similar finances to your own family. A \$10,000 cut in my pay reduces the cash flow by over \$800 per month and will result in some major change in my life.

Each of you knows me. I am not an unknown quantity, except that you may not know all of the things that I (we) do. I hoped in each of the budget meetings that I had with you (since last year) that I could give you some indication of the amount of work (Many comments from council have been "you seem to do too much".) that we do to IMPROVE THE LIFE OF CITY RESIDENTS! That really is all that we are about. I have provided detailed and complete documents at each of these meetings that we have had and have answered honestly all questions. While we may not have agreed on specific methods to use to affect neighborhoods, we have not really engaged in any conversations regarding such. I have been, and will continue to be, available for your thought and comments.

Since 2004 I have worked in good faith to assist you, and other elected officials, in making a difference in the City of Reading. I would have to say that I have received the biggest "slap in the face" with your recommended method of balancing the budget by reducing my salary! Since 2004 I have worked exclusively on helping this city with both my own resources and time. At no time during 2004, 2005, 2006 did the Reading Beautification, Inc. or the Office of Neighborhood Development ever receive ONE SINGLE PENNY OF OPERATING money on which to do neighborhood work. Yes, we got CDBG funds for payroll – nothing to operate from. Yet during this time we did graffiti removal, murals, Blueprint Communities, flyers, training, worked a Confluence Point Park, ran meetings and supplied meetings, maintained an office, and did innumerable other projects and programs on the pennies that I pinched.

(We received zero money from the City for this work. Reading Beautification, Inc. did get the same \$10,000 it has gotten for years (at least ten years) for the Great American Cleanup, but I managed to squeeze it until it was dry to make year round cleanups, graffiti kits, and all the other things that you and the residents needed and wanted to happen!)

When the Mayor asked me to do neighborhood work for him in 2003 I did not know him. Because he knew of me and my work through the Reading Berks Conference of Churches, he met with me

on a number of occasions to get my thoughts on neighborhoods while he was campaigning. At one of those, the Centre Park Arts and Antique Show where my wife and I have been vendors, we sat and discussed the work that I had been doing in connecting churches with their neighborhoods. I suggested that churches would want to be a part of his vision of transforming the City and that I would be willing to help.

After his election he asked if I would work with him on his "neighborhood" plank. I said that I would, but that I was working two part time jobs (Conference of Churches ($\frac{3}{4}$ time) and the Greater Berks Food Bank ($\frac{1}{4}$ time)) and would see if my bosses would be amenable to me spending some time doing so. They agreed.

So in 2004 I spent a considerable amount of time going with the Mayor and his staff in the evenings to start new neighborhood organizations. During the day I would meet with leaders, prepare material and do as much as possible to get the process of rebuilding neighborhoods going. I, of course, received no pay for the approximately 20 hours per week that I put in.

In 2005, with the cooperation of Reading Beautification, Inc. it was agreed that I would become its executive director at a pay of \$30,000 as a half-time employee. These funds came through CDBG and were only used for labor. I also employed a part time employee. With this new position I cut back my hours and pay with the Conference of Churches to $\frac{1}{4}$ time (\$19,000) and the food bank at ($\frac{1}{4}$ time, \$15,000). In total my compensation was \$64,000. My benefits were covered and shared by the three non profits.

I continued to develop new NOs, but began to transition to projects that each NO wanted to focus on because they wanted to do something, not just meet and discuss the same things over and over. Because of the problem of graffiti and litter we focused on removing and painting over graffiti. I was able to employ about 6 -10 people part time to partner with neighborhood volunteers to do a number of neighborhood-driven projects. I approached my half time neighborhood job like it was a full time job never giving it less than 40 hours a week. I put in 70 to 80 hours each week, much of it in the evenings and on the weekends.

In 2006 I continued to create new NOs but focus far more on projects. Also, we assisted the city when part time labor was needed for flyer distribution, running programs (crime forums, mega meetings, town hall meetings) or large projects like Blueprint Communities. We were engaged in numerous projects that were neighborhood driven, and always tried to get residents involved. We made a big push to develop Latino neighborhood organizations and Latino leadership for the NOs. Again, we received no operating monies but yet managed to do all that we did. And as in the previous year I treated my neighborhood work like it was a full time job and put in many, many hours each week.

In 2006 it was planned by the Managing Director that the work that we did in neighborhoods in 2007 should come into City Hall as a full-fledged department. It made sense given our role. However, because of the changing priorities neither funds through CDBG or the General Fund were available. However, in good faith we continued our focus.

As you are aware, we are now at a funding crossroad. I do understand the limited resources that you are given to deal with. I applaud your tenacity in digging into budgets and the questions that you ask. You are doing exactly what you have to do. However, I feel that all of your budget "anger" is being directed to OND, and me specifically. This is completely unfair as I have worked for the Mayor and you for over three years with little or no compensation in the early years. At the same time I worked diligently to find ways to fund the work that needed to be done without

coming to you or the Mayor for requests for money. Much of the work that my department does has a benefit that out weighs the cost. (See attached Cost/Benefit page)

I am now making a salary that is exactly equal to what I was making for the last three years (\$64,000). I received no raise when coming to the City except for the benefit package that every employee (manager) receives. I still use my own vehicle for anti graffiti work or clean ups, my own cell phone for business calls, we still buy our own supplies for our office and we still get the job done. My part time college staff gets paid pretty well, but they have a lot of responsibility for 20 year olds.

Perhaps you are unaware of what you are getting with me. I've heard that I am paid more (now) than others with similar responsibilities. First, I started and am continuing to run a completely new department for the benefit of the city. My staff is highly educated and can range at any time from four to twenty. We run major programs for the city and are front line in dealing with issues that affect each and every resident. I make every effort to hire staff that are from the city and match the demographics of the city. I deal on a regular basis with every level of the city management, plus council and local government and business leaders. I deal with city residents of all backgrounds. In doing so, I represent the City of Reading in a professional and cordial manner. All of the responsibility of OND falls (has fallen) upon me as the only full time staff member. We have accomplished a great deal with no operating funds provided by the City of Reading.

With me you are getting a seasoned manager and leader that has twenty years of management experience in both union and non-union environments of major corporations. I have both undergraduate and graduate degrees (microbiology and agriculture respectively with an additional 20 hours beyond my masters in agriculture), and an additional 12 hours toward an MBA. In addition, I have 8 ½ years of neighborhood organizing and development experience, have worked for two local non-profits that serve the population of the city directly, and am an unpaid executive director for another. I lived in Centre Park upon arrival in Reading in 1994 and moved into the county only when it was necessary to commute to York and Lancaster daily. I have met with you and other members of Council whenever requested, and have always been available to the Clerk when she asked for assistance. In every aspect of my work I have attempted to put the needs of the residents of the City of Reading at the top of my priority list.

With my twenty years of experience in management and industry, my eight years of neighborhood work in the city, and my experience in starting up and running a new city department, I feel that the \$64,000 (a little over midway in the range for a division manager) is justified for me in this position. I would ask that you reconsider the compensation cut that you have supported and honor the agreement that the Managing Director and I had when I came on board in January.

Sincerely,

Wayne

